

Transforming the City of El Paso Government

Transitions, Accomplishments and the Future

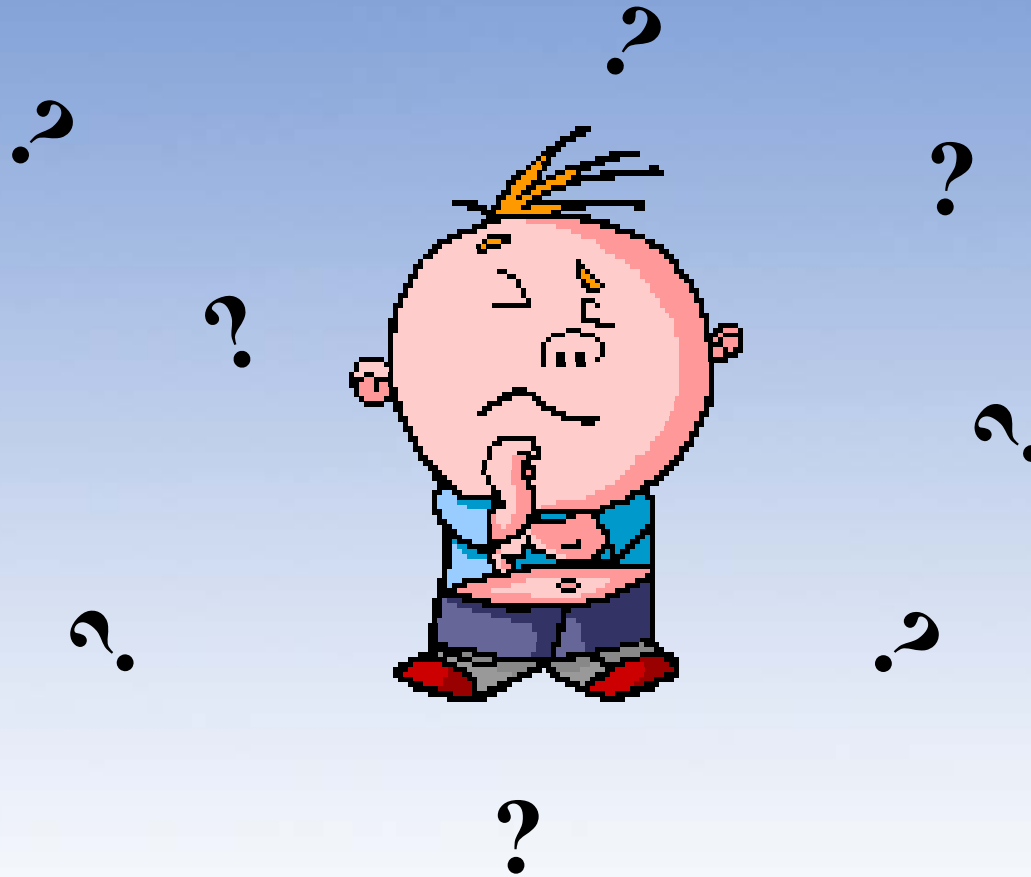
Joyce Wilson, City Manager
Central Business Association Luncheon
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Leadership Performance Service

In the Beginning ...

Primary Diagnostic Check of the City



In the Beginning ...

Primary Diagnostic Check of the City

- First impression of the City Itself
 - Tremendous assets that are underutilized or under-performing
 - Strong sense of community
 - Strong business and non-profit sectors
 - High growth potential: creating unique opportunities
- First impression of the Organization
 - Uncertainty about the Charter change and what it really means in implementation
 - Instability and lack of cohesive direction due to constant turnover in elected leadership
 - Unduly regulated; Limits flexibility and ability to respond quickly
 - Whole is less than sum of parts: Lots of talent, no cohesive vision



First Year: Major Accomplishments

Transition to Council-Manager Form of Government

- Rules & Policies
 - Review of City Charter
 - Implementation of revisions
 - Responsive to citizens and staff
- Strategic Planning
 - Opened lines of communication
 - Facilitated the development of goals and objectives for Council and Staff



First Year: Major Accomplishments

Streamlining the Organization

- Preliminary reorganization
 - Formation of Portfolios
 - Identified Direct Reports
 - Plan of action to eliminate duplication and redundancy in systems
- FY2006: Large-scale reorganization
 - Result of intensive internal assessment
 - Reduction in City departments
 - Final product: leaner and more responsive organization



First Year: Major Accomplishments

Streamlining of Procedures

- Simplification of Weekly Council Agenda
 - New policies and procedures conforming to Council-Manager form of government
 - Items to be addressed administratively
- Budget Process
 - Development of policy priorities with Mayor and Council
 - Internal budget development sessions with Staff
- Election Process
 - Orientation for new Mayor and Council
 - Procedures under new staggered terms



First Year: Major Accomplishments

Streamlining of Procedures

- Legislative Review Committee (LRC) Restructuring
 - Reduced number to 11 active committees
 - Provided staff support from City Manager's Office to assist in scheduling LRCs
 - Greater synergy between CMO and Mayor/Council
- Boards and Commissions
 - Review of unscheduled/underutilized boards and commissions
 - Recommended sunseting 5 boards and committees and consolidation of 3
- Civil Service Commission
 - Modernizing CSC Rules
 - Delegating more responsibility and accountability to management



First Year: Major Accomplishments



Connecting the Organization

- Mayor and Council
 - Standing Meetings (Monthly/Weekly)
 - Strategic Planning
- Cross-Departmental Communication
 - Department Head Meetings & Portfolio Briefings
 - Communication & Public Affairs Team

First Year: Major Accomplishments

Connecting the Organization

- City Staff
 - Monthly Employee Roundtables
 - E-Newsletter
 - Recognition Programs
- Community
 - Annual Report
 - Various Neighborhood Meetings
 - Expanding web-based and other communications opportunities



What's in Store for FY2006?

Budget: Guiding Principles

- Sustainability
 - Balanced Budget: Current revenues = Current expenses
- Service and Performance
 - Defined core service priorities and other service partners
- Efficiency and Cost-Effectiveness
 - Addressed new service requirements without adding staff
 - Consolidated and reduced independent departments from 34-26

What's in Store for FY2006?

Budget: Guiding Principles



- Investment in Employees
 - Address compensation deficiencies that are impeding recruitment and retention
- Investment in Technology and Infrastructure
 - Key to long-term productivity and efficiencies



What's in Store for FY2006?

FY2006 Theme: Teamwork, Cooperation, Collaboration

- Teamwork
 - Create a common sense of purpose – One City
- Cooperation
 - Focus on the organization and community as a whole v. individual services/departments
- Collaboration
 - Elicit partnerships where appropriate
 - Focus on region

What's in Store for FY2006?

Customer Service Initiative

- Changing Organizational Culture
 - All City employees are ambassadors and should be able to assist any citizen making contact with the organization
 - Operate so that if our customers could choose, they would choose us
 - Ombudsman services
- Community Outreach
 - New venues to access City government
 - Increase confidence that we will respond regardless of point of contact
 - Institute customer service feedback loops



What's in Store for FY2006?

Mayor and Council Strategic Focus

- Economic Development
 - Job creation and capital investment
- Neighborhood Conservation & Revitalization
 - Incentives; rules to support these efforts
- Smart Growth
 - New urbanism:
Design standards
and mixed use development



What's in Store for FY2006?

Mayor and Council Strategic Focus

- High Performance, Customer Focused
- Thinking Globally, Acting Locally
 - International Environment
- Control Costs of Government
 - More Partnerships
 - Charter Review
 - Continued streamlining of government operations



Final Thoughts

- Pivotal point in City's history
- Community on verge of greatness
- Explosive growth and investment in Quality of Life infrastructure has potential to transform City
- Enlightened leadership the key:
“Us v. Me” – the collective good of the community must be a priority
- Want to see El Paso recognized nationally for “excellence and innovation”





Leadership Performance Service